

MICHAEL BRUCE GILBERT

6384 Pine Circle
Memphis, TN 38115
(989) 400-7069 (Mobile)
atoirecomm@gmail.com (Professional)
eaclprof2@gmail.com (Personal)

- Education**
- 1961-66
Bachelor of Arts. Northwestern University, Evanston, Illinois
Major: English composition; Minors: biology; philosophy/religion
- 1966-67
Master of Arts in Teaching. Emory University, Atlanta, Georgia
Major: education; Minor: English
- 1969-72
Doctor of Education. University of Georgia, Athens, Georgia
Major: educational administration; Cognate: sociology
Dissertation: The development of a taxonomy of educational policy.
Dissertation Abstracts International-A, 34(7), 3752. (University Microfilms No. AAT 7331886)
- Certifications** **Master Trainer,** Process Communication Model and Process Education Model (2007-present)
- Certified Listening Professional,** International Listening Association (2009-present)
- Professional Experience**
- ATOIRE Communications, LLC, Memphis, TN*
1984-Present **Chief Executive and Principal Consultant**
- Central Michigan University, Mt. Pleasant, Michigan*
2013-Present **Professor Emeritus**
1998-2013 **Professor,** Educational Leadership
2005-2011 **Department Chairperson**
1998-2000; **Doctoral Program Coordinator**
2004-2005
- University of Arkansas at Little Rock, Little Rock, Arkansas*
1990-98 **Professor,** Educational Leadership
1985-96 **Coordinator,** Educational Administration and Supervision Programs
1985-90 **Associate Professor,** Educational Administration
- University of the Pacific, Stockton, California*
1981-85 **Associate Professor,** Educational Administration
1978-85 **Director,** Bureau of Educational Research and Field Services
1975-81 **Assistant Professor,** Educational Administration

Savannah-Chatham Board of Public Education, Savannah, Georgia
1974-75 **Assistant Superintendent**, Support Services
Assistant Principal, Sol Johnson High School
Director of Research

Clarke County School District, Athens, Georgia
1972-74 **Principal**, Whitehead Road Elementary School

University of Georgia, Athens, Georgia
1971-72 **Instructor**, Educational Planning & Development Center
1969-71 **Graduate Assistant**, Bureau of Field Services and Educational
Research Studies

Atlanta Public Schools, Atlanta, Georgia
1968-69 English **teacher**, Therrell High School
1967-68 English **teacher**, West Fulton High School
1967 **M. A. T. Intern** in English, West Fulton High School

**Current and
Previous
Affiliations**

American Association of Higher Education
American Association of School Administrators
American Society for Training and Development
Association for Supervision and Curriculum Development
Council of Educational Facility Planners, International
International Listening Association
 Nominating Committee, 2012-13
 Site Selection Committee, 2009-10 (Chairperson); 1989-90
 Life Member, 2003-Present
 Past Presidents Advisory Council, 2002-2010
 Awards Committee, 2001-02
 Local Arrangements Chairperson, 1994-95
 Past President, 1994-95
 President, 1993-94
 First Vice-President, 1992-93
 First Vice-President-Elect, 1991-92
 Public Policy Committee, 1987-88
 Program Planning Committee, 1986-87
 Public Relations Committee, 1985-87
 Research Committee, 1984-90; 1996-98
Kappa Delta Pi (initiated 1972)
Michigan Education Association
National Education Association
National Association of Elementary School Principals
National Association of Secondary School Principals
Phi Beta Delta, Honor Society for International Scholars (initiated 2001)
Phi Delta Kappa (initiated 1970)
Phi Kappa Phi (initiated 1972)

Publications

Books

- Gilbert, M. B. (2021). *Surviving adolescence: Helping teens endure the roller coaster ride*. Lanham, MD: Rowman & Littlefield.
- Gilbert, M. B. (2020). *Saying it right: Tools for deft leadership*. Lanham, MD: Rowman & Littlefield.
- Gilbert, M. B. (2012). *Communicating effectively: Tools for educational leaders* (2nd ed.). Lanham, MD: Rowman & Littlefield.
- Gilbert, M. B. (2004). *Communicating effectively: Tools for educational leaders*. Lanham, MD: Scarecrow Education.

Book Chapters

- Donlan, R. A., & Gilbert, M. B. (2014). "Process" in building cultural community. In S. Harris & J. Mixon (Eds.), *Building cultural community through global educational leadership* (pp. 182-195). Ypsilanti, MI: National Council of Professors of Educational Administration.
- Gilbert, M. B. (2006). Are you talking too much? Considerations for best practice. In F. L. Dembowski & L. Lemasters (Eds.), *Unbridled spirit: Best practices in educational administration* (pp. 247-55). Lancaster, PA: Pro>Active Publications.
- Lawton, S., Gilbert, M., Estabrook, R., Richtig, R., & Eddy, P. (2005). Assessing outcomes from educational leadership programs. In C. L. Fulmer & F. L. Dembowski (Eds.), *National summit on school leadership: Crediting the past, challenging the present, and changing the future* (pp. 207-212). Lanham, MD: Rowman & Littlefield Education.

Articles

- Gilbert, M. B. (2022). Close the communication gap: Employ the platinum rule. *Listening in Education and Training Settings*.
- Gilbert, M. B. (2018). Student performance is linked to connecting effectively with teachers. *Journal of Research of Innovation in Teaching and Learning*. <https://doi.org/10.1108/JRIT-05-2018-0010>
- Gilbert, M. B., & Donlan, R. A. (with Parr, J.). (2016). Personality Pattern Inventory. In V. Zeigler-Hill & T. K. Shackelford (Eds.), *Encyclopedia of personality and individual differences* (pp. 1-5). Online: Springer International Publishing AG, doi:10.1007/978-3-319-28099-8_60-1
- Gilbert, M. B. (2014). Effective communication: Evolving from listening to processing. *Journal of Process Communication*, 2(1), 1-30.
- Gilbert, M. B. (2014). Different strokes for different folks: Connecting with students for academic success. *International Journal of Education*, 6(4), 119-131. doi:10.5296/ije.v6i4.6269
- Gilbert, M. B. (2013). A plea for systemic change in education. *On the Horizon*, 21(4), 312-322. (Special Issue: Complexity and the Future of Education). doi: 10.1108/OTH-12-2012-0041

- Ampaw, F. D., Gilbert, M. B., & Donlan, R. A. (2013). Verifying the validity and reliability of the Personality Pattern Inventory: Preliminary results. *Journal of Process Communication, 1*(1), 27-46.
- Gilbert, M. B., & Haley, A. (2009, January). Filling a need: Classroom observations for higher education faculty. *Academic Leader*.
- Gilbert, M. B. (2007). Meeting communication needs can enhance student success. *Journal of the Michigan Association of Teachers Educators, 4*(1), 7-12.
- Gilbert, M. B. (2006). Developing department goals by building consensus. *ACE Department Chair Online Resource Center* (http://acenet.edu/resources/chairs/docs/gilbert_consensus.pdf).
- Gilbert, M. B. (2005). Who listens better? *The Listening Professional, 4*(1), 8-9, 16.
- Gilbert, M. B. (2005). An examination of listening effectiveness of educators: Performance and preference. *Professional Educator, 27*(1), 1-16.
- Gilbert, M. B. (2003). Communicating effectively with your colleagues. *Proceedings of the Twentieth Annual Conference, Academic Chairpersons: Visions of Departmental Leadership, 53*. Manhattan, KS: Kansas State University, Division of Continuing Education, 111-119.
- Gilbert, M. B. (2003). Why don't they listen? *National Dropout Prevention/Center Newsletter, 15*(1), 2.
- Gilbert, M. B. (2002). Now that you have listened – How should you respond? *The Ear Piece, 1*(1), 10-12. [Publication has been retitled *The Listening Professional*.]
- Gilbert, M. B. (2000). An analysis of factors related to school-district size in Arkansas. *Research in the Schools, 7*(2), 31-37.
- Gilbert, M. B. (1999). Why educators have problems with some students: Understanding frames of preference. *Journal of Educational Administration, 37*, 243-255. (ERIC Document Accession No. EJ592943)
- Gilbert, M. B. (1997). Effective listening: The key to classroom attendance. In D. C. Mollise & C. T. Matthews (Eds.), *Selected conference papers* (pp. 22-24). Mobile, AL: National Association for Developmental Education.
- Gilbert, M. B. (1996). The Process Communication Model: Understanding ourselves and others. *NASSP Bulletin, 80*(578), 75-80. (ERIC Document Reproduction Service No. EJ519749)
- Gilbert, M. B. (1993). Meeting communication needs of staff and students can promote success. In W. A. Hamel (Ed.), *Proceedings: Eleventh annual conference of the Association of Management* (pp. 75-79). Newport News, VA: Maximilian Press Publishers.
- Gilbert, M. B. (1993). Process Communication: An effective means of interaction. In D. S. Spillers & R. Musallam (Eds.), *Alternatives for a changing society: Tapping the energy of human resources and technology* (pp. 31-34). Little Rock, AR: University of Arkansas at Little Rock.

- Gilbert, M. B. (1993). The use of cognitive and affective measures to evaluate early intervention alcohol/drug education programs. *Journal of Alcohol and Drug Education*, 38(3), 89-104. (ERIC Document Reproduction Service No. EJ468335)
- Gilbert, M. B. (1992, June). Dreamers, rebels, and others: Personality styles affect communication. *Executive Educator*, pp. 32-33. (ERIC Document Reproduction Service No. EJ444374)
- Gilbert, M. B. (1991, October). Listening to colleagues not as easy as it sounds. *The School Administrator*, p. 39.
- Gilbert, M. B. (1990). Preparing for professional advancement, or how to avoid the Peter Principle. *Shaping the Future*, 3(1), 48-55.
- Gilbert, M. B. (1990). Role playing: Classroom simulation for enhancing skills of future administrators. *Journal of the California Association of Professors of Educational Administration*, 2(1), 69-78.
- Gilbert, M. B. (1989). Perceptions of listening behaviors of school principals. *School Organisation*, 9, 271-282. (ERIC Document Accession No. EJ403840)
- Gilbert, M. B. (1989). Role playing: A useful simulation tool for developing skills. *Shaping the Future*, 2(1), 39-45.
- Gilbert, M. B. (1989, Spring). The role of the principal in gifted programs. *Arkansas Gifted Educators Magazine*, pp. 13-15.
- Gilbert, M. B. (1988). Listening in school: I know you can hear me – but are you listening? *Journal of the International Listening Association*, 2, 121-132.
- Gilbert, M. B. (1988). Listening at work: Work at listening. *Shaping the Future*, 1(1), 22-31.
- Gilbert, M. B. (1986). Do principals listen? *NFEAS Journal*, 3(3), 115-120.
- Rodriguez, A. F., & Gilbert, M. B. (1985). MENTE spells success for migrant students. *Science Teacher*, 52(7), 29-31. (ERIC Document Accession No. EJ327264)
- Gilbert, M. B. (1984). Understanding educational policy. *THRUST for Educational Leadership*, 14(1), 20-21.
- Gilbert, M. B. (1984). Listening in the schools. In M. B. Gilbert (Ed.), *Directions in education: Perspectives for the 21st century* (pp. 57-69). Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services/Phi Delta Kappa, District II.
- Gilbert, M. B. (1980). The current state of teacher tenure. In M. B. Gilbert (Ed.), *Change in school administration* (pp. 9-19). Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services. (ERIC Document Reproduction Service No. ED181578)
- Gilbert, M. B. (1978). Cultural pluralism and its relation to schools. In M. B. Gilbert (Ed.), *Cultural considerations for education* (pp. 1-19). Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services.

Gilbert, M. B. (1975). A salary formula for principals. *NASSP Bulletin*, 59(392), 22-25. (ERIC Document Accession No. EJ128822)

Gilbert, M. B. (1974, Spring). The format of the elementary school. *GAESP Quarterly*, 4-8.

Gilbert, M. B. (1971). The school is not a sacred bull. In D. Mullen (Ed.), *Accountability* (pp. 49-66). Athens, GA: University of Georgia/Georgia Association of Elementary School Principals. (ERIC Document Reproduction Service No. ED057507)

Monographs

Gilbert, M. B. (Ed.). (1994). Listening as empowerment: Proceedings of the 14th annual convention. *Journal of the International Listening Association*, 7.

Gilbert, M. B. (1994). *Meeting communication needs of students can promote success*. (Unpublished off-campus duty assignment report, University of Arkansas at Little Rock)

Gilbert, M. B. (1988). *Early intervention programs: An evaluation*. North Little Rock, AR: Family Service Agency.

McGuffey, C. W., Gilbert, M. B., Wohlers, A., Cook, R., & Salmon, S. (1987). *A comprehensive school facilities study for North Little Rock, Arkansas*. Columbus, OH: Planning Advocates, Inc.

Gilbert, M. B. (1984). *Educational facilities survey* (for the Stockton Unified School District). Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services.

Gilbert, M. B. (Ed.). (1984). *Directions in education: Perspectives for the 21st century*. Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services/Phi Delta Kappa, District II.

Gilbert, M. B. (1983). *A dean's grant project for modification of educational programs through faculty in-service training*. Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services.

Gilbert, M. B. (Ed.). (1982). *Least restrictive environment competencies*. Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services.

Zinck, R. A., & Gilbert, M. B. (1980). *The development of a working paper for improving the efficiency of the individualized education plan*. Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services.

Gilbert, M. B. (Ed.). (1981). *Education for the 80's*. Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services. (ERIC Document Reproduction Service No. ED209757)

Gilbert, M. B. (Ed.). (1980). *Change in school administration*. Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services. (ERIC Document Reproduction Service No. ED181578)

Gilbert, M. B. (Ed.). (1978). *Cultural considerations for education*. Stockton, CA: University of the Pacific, Bureau of Educational Research and Field Services.

- Gilbert, M. B. (Ed.) (1974). *Policy manual of the Savannah-Chattham Board of Public Education*. Savannah, GA: The Board.
- Gilbert, M. B. (Ed.). (1972). *Policy manual of the Clarke County Board of Education*. Athens, GA: The Board.
- McGuffey, C. W., Gilbert, M. B., et al. (1972). *Educational facilities survey: Atlanta Public Schools, 1971-81*. Athens, GA: University of Georgia, Educational Facilities Planning Center.
- McGuffey, C. W., Thomason, F., Gilbert, M., Lee, L. W., Lovin, J., Rycroft, J. D., Tribble, M., & Tripp, M. (1972). *Educational specifications for the new Dalton high school*. Athens, GA: University of Georgia, Educational Facilities Planning Center.
- McGuffey, C. W., & Gilbert, M. B. (1972). *A high school site location study* (for the Whitfield County Board of Education). Athens, GA: University of Georgia, Educational Planning and Development Center.
- McGuffey, C. W., Gilbert, M. B., Boyce, E., Halverson, P., Mullen, D., Scott, T., Tribble, M., & Wells, R. (1972). *Planning for the future of education in Spalding County*. Athens, GA: University of Georgia, Educational Planning and Development Studies.
- McGuffey, C. W., & Gilbert, M. B. (1971). *The development of an evaluation model of vocational education programs*. Athens, GA: University of Georgia, Bureau of Field Services and Educational Studies.
- McGuffey, C. W., Gilbert, M. B., Lee, L. W., Lindsey, A. E., Lovin, J. C., Rycroft, J. D., Thomason, F. W., Tribble, M. K., & Tripp, M. W. (1971). *A feasibility study of educational facilities, 1970-1980* (for the Clarke County Board of Education). Athens, GA: University of Georgia, Bureau of Educational Studies and Field Services.
- McGuffey, C. W., & Gilbert, M. B. (1971). *Tentative statements of educational policy* (for review by the Georgia State Board of Education). Athens, GA: University of Georgia, Bureau of Field Services & Educational Studies.
- McGuffey, C. W., Rycroft, J. D., Gilbert, M. B., Madden, P. H., & Thomason, F. W. (1970). *Planning for the development of educational facilities: Bulloch County (GA), 1979-1980*. Athens, GA: University of Georgia, Bureau of Educational Studies and Field Services.

Editorial Boards

World Journal of Education, Associate Editor (2014-Present)

International Journal of Education (2014-Present)

International Journal of Mentoring and Coaching in Education (2011-Present)

Book Reviews

Gilbert, M. B. (2021, July). *Listening in teacher education* by Robinson, S. For Palgrave Macmillan.

Gilbert, M. B. (2014, July 1) School sucks, then reality bites. *An essay review of School sucks! Arguments for alternative education* by Brock, R., & Goodman, G. S. (Eds.). (2013). *Education review: A multi-lingual journal of book reviews*.

“Improving linkages between K-12 and higher education” (untitled blind review). (2013). For Rowman & Littlefield Education.

The wisdom of listening. (2003). For *The Listening Post* (Newsletter of the International Listening Association).

Thinking about school administration. (2000). For Merrill/Prentice-Hall, Columbus, OH.

The organization and control of American schools. (1998). For Merrill/Prentice-Hall, Columbus, OH.

Major Presentations

International and National

Gilbert, M. B. (2019, March). *How to get training to stick: Informing folks is only the first step*. Presentation at the annual convention of the International Listening Association, Vancouver, Canada.

Gilbert, M. B. (2018, August). *Student performance is linked to connecting effectively with teachers*. Paper presented at the annual conference of the International Council of Professor of Educational Leadership, Charlotte, NC.

Gilbert, M. B. (2018, July). *Connecting/misconnecting/disconnecting with students: Suggestions for better performance and attendant problems*. Presentation at the international congress of the Process Communication Model, Lisbon, Portugal.

Gilbert, M. B. (2017, June). *Diversifying instructional delivery to connect with all students*. Presentation at the Higher Education Teaching and Learning Conference, Paisley, Scotland.

Gilbert, M. B. (2017, June). *How to reach all students: Model for success*. Presentation at the annual convention of the International Listening Association, Omaha, NB.

Gilbert, M. B. (2015, March). *Effective communication: Evolving from listening to processing*. Paper presented at the annual convention of the International Listening Association, Virginia Beach, VA.

Gilbert, M. B. (2015, February). *What if we connected with all students?* Presentation at the Reinventing Education Conference, Asheville, NC.

Gilbert, M. B. (2014, October). *Process Education: Connecting with students for academic success*. Presentation at the 5th Process Communication Model Congress, Tokyo, Japan.

Watanabe, T., & Gilbert, M. B. (2014, March). *Process Education: Effective communication, reaching every person*. Webinar at the School Leadership Summit.

- Gilbert, M. B. (2013, July). *Matching teaching styles with learner needs: How personality preferences help*. Presentation at the Process Education Summit, Malibu Canyon, CA.
- Gilbert, M. B. (2013, June). *Matching teaching styles with learning preferences*. Presentation at the annual conference of the International Listening Association, Montreal, Canada.
- Donlan, R. A., & Gilbert, M. B. (Facilitators). (2012, August). *Whose phase is it anyway?* Presentation at the 4th International Congress on Process Communication, Vienna, Austria.
- Ampaw, F. D., Gilbert, M. B., & Donlan, R. A. (2012, August). *Verifying the validity and reliability of the Personality Pattern Inventory*. Paper presented at the 4th International Congress on Process Communication, Vienna, Austria.
- Gilbert, M. B., & Donlan, R. A. (2012, August). *Connecting with students for academic success: An examination of the Process Education Model*. Presentation at the 4th International Congress on Process Communication, Vienna, Austria.
- Gilbert, M. B. (2012, August). *An introduction to the Process Education Model*. Invited pre-conference presentation at the 4th International Congress on Process Communication, Vienna, Austria.
- Gilbert, M. B. (2012, February). *Connecting with students: Using different communication styles for better learning outcomes*. Peer-reviewed presentation at national convention of the American Association of Colleges of Teacher Education, Chicago, IL.
- Gilbert, M. B. (2011, July). *Connecting with students for academic success: An examination of the Process Education Model*. Peer-reviewed paper presented at the 6th Education for a Changing Environment Conference, Manchester, England.
- Gilbert, M. B. (2011, March). *Connecting with easy and difficult students: The inquiry continues*. Peer-reviewed presentation at the 32nd annual convention of the International Listening Association, Johnson City, TN.
- Gilbert, M. B. (2009, October). *Rational versus non-rational considerations for planning*. Peer-reviewed thematic paper accepted for the 39th annual conference of the International Society of Educational Planning, Savannah, GA.
- Gilbert, M. B. (2009, July). *Educator personalities and PCM revisited*. Presentation at the 3rd International Congress on Process Communication, Potomac, MD.
- Gilbert, M. B. (2008, April). *Communicating effectively: Connecting and interacting with your staff, students and stakeholders*. Presentation at the National Council of Professors of Educational Administration Conference-within-a-Conference of the annual convention of the National Association of Elementary School Principals, Nashville, TN.
- Gilbert, M. B. (2008, March). *Listening filters: Perceptual preferences and "lenses."* Peer-reviewed presentation at the annual convention of the International Listening Association, Portland, ME.
- Gilbert, M. B. (2007, August). *Educator personalities and PCM*. Presentation at the 2nd International Congress on Process Communication, Hot Springs, AR.

- Gilbert, M. B., Adams, K. I., McNeal, L., & Marshall, S. M. (2006, February). *Communicating with your colleagues: One size does not fit all*. Peer-reviewed presentation at the annual Academic Chairpersons Conference, Orlando, FL.
- Gilbert, M. B. (2006, January). *Understanding and motivating students: One size does not fit all*. Presentation at the International Conference on Education, Honolulu, HI.
- Lawton, S. B., & Gilbert, M. B. (2004, August). *Assessing outcomes from educational leadership programs*. Peer-reviewed presentation at the annual conference of the National Council of Professors of Educational Administration, Branson, MO.
- Gilbert, M. B. (2004, February). *Listening effectiveness of educators: Performance v. preference*. Peer-reviewed paper presented at the annual conference of the Southwest Educational Research Association, Dallas, TX.
- Gilbert, M. B. (2003, July). *An examination of listening effectiveness of educators: Performance and preference*. Peer-reviewed paper presented at the annual convention of the International Listening Association, Stockholm, Sweden.
- Gilbert, M. B. (2003, February). *Communicating effectively with your colleagues*. Workshop at the 20th Annual Academic Chairpersons Conference, Orlando, FL.
- Gilbert, M. B. (2002, November). *Discovering who you are*. Keynote address to World School 2002: A Global Odyssey, Harrogate, TN.
- Gilbert, M. B. (2002, November). *Listening: The beginnings of communication*. Presentation to World School 2002: A Global Odyssey, Harrogate, TN.
- Gilbert, M. B. (2002, November). *Conflict resolution: Techniques for a changing world*. Presentation to World School 2002: A Global Odyssey, Harrogate, TN.
- Gilbert, M. B. (2002, March). *Responding: Matching what you say with what they prefer*. Presentation at the annual convention of the International Listening Association, Scottsdale, AZ.
- Gilbert, M. B. (2000, August). *Process Communication: Transcending borders of understanding, connecting and motivating*. Presentation at the regional conference of the International Listening Association, Aomori, Japan.
- Gilbert, M. B., & Bailey, R. C. (2000, March). *Identifying potential listening/interaction problems in the classroom*. Peer-reviewed presentation at the annual convention of the International Listening Association, Virginia Beach, VA.
- Gilbert, M. B. (2000, February). *Understanding student frames of preference for learning and communicating*. Workshop presented at the Faculty Roles and Rewards conference of the American Association of Higher Education, New Orleans, LA.
- Gilbert, M. B., & Bailey, R. C. (2000, January). *Understanding student preferences as a means of reducing their at-riskness*. Presentation at the sixth joint national conference on Alternatives to Expulsion, Suspension, and Dropping out of School, Orlando, FL.

- Gilbert, M. B. (1999, July). *Why educators have problems with some students: Understanding frames of preference*. Paper presented at the 24th International Conference on University Teaching, Brisbane, Australia.
- Bailey, R. C., & Gilbert, M. B. (1999, April). *An affirmation of suspicions: Identification of ADHD behaviors and classroom applications*. Presentation at the annual convention of the Council for Exceptional Children, Charlotte, NC.
- Gilbert, M. B. (1998, March). *Are your kids at-risk? Do you listen to how they speak to you more than just what they say?* Presentation at the annual convention of the International Listening Association, Kansas City, MO. (ERIC Document Reproduction Service No. ED416518; also listed in the ILA – Convention Paper Resource Center Index No. ILA98PE: 11.)
- Gilbert, M. B. (1997, March). *An examination of the listening effectiveness of educators*. Presentation at the annual convention of the International Listening Association, Mobile, AL. (ERIC Document Reproduction Service No. ED416531)
- Gilbert, M. B. (1997, March). *Effective listening: The key to classroom attendance*. Post-conference institute for the National Association of Developmental Education, Denver, CO.
- Gilbert, M. B. (1996, March). *Listening: The key to attending*. Presentation to the annual convention of the National Association of Developmental Education, Little Rock, AR.
- Gilbert, M. B. (1996, March). *Listening to motivate: How to connect with others*. Peer-reviewed presentation at the annual convention of the International Listening Association, Sacramento, CA.
- Gilbert, M. B. (1996, February). *A "frame of preference" for student and educator success*. Presentation at the annual convention of the National Association of Secondary School Principals, San Francisco, CA.
- Gilbert, M. B. (1995, March). *The process of making meaning*. Peer-reviewed presentation at the education pre-conference of the International Listening Association, Little Rock, AR.
- Gilbert, M. B. (1993, August). *Meeting communication needs of staff and students can promote success*. Presentation at the annual conference of the Association of Management, Educational Leadership track, Atlanta, GA.
- Gilbert, M. B. (1993, April). *Process Communication: An effective means of interaction*. Paper presented at the 16th annual conference of the Southern Futures Society, Little Rock, AR.
- Gilbert, M. B. (1993, March). *Process Communication: It's not what we say – It's how we say it!* Peer-reviewed presentation at the 14th annual convention of the International Listening Association, Memphis, TN.
- Gilbert, M. B. (1993, March). *Process Communication: Organizational applications*. Peer-reviewed presentation at the 14th annual convention of the International Listening Association pre-conferences, Memphis, TN.
- Gilbert, M. B. (1992, March). *Improving problem-solving skills through role playing*. Peer-reviewed presentation at the 13th annual convention of the International Listening Association, Seattle, WA.

- Gilbert, M. B. (1991, May). *Role playing: Instructional simulation for developing effective interpersonal skills*. Presentation at the National Conference on College Teaching and Learning, Jacksonville, FL.
- Gilbert, M. B. (1990, March). *Effective listening: An oft-neglected, much-needed communication skill*. Presentation at the 45th annual conference of the Association for Supervision and Curriculum Development, San Antonio, TX.
- Gilbert, M. B. (1990, February). *The need for effective listening in school administration*. Presentation at the 122nd annual convention of the American Association of School Administrators, San Francisco, CA.
- Gilbert, M. B. (1989, March). *Listening behaviors of school principals: A research analysis*. Peer-reviewed presentation at the 10th annual convention of the International Listening Association, Atlanta, GA.
- Gilbert, M. B. (Chair). (1986, March). *Research applications for the teaching of listening*. Presentation at the seventh annual convention of the International Listening Association, San Diego, CA.
- Gilbert, M. B. (1985, March). *Perceived listening behaviors of school principals*. Peer-reviewed presentation at the sixth annual convention of the International Listening Association, Orlando, FL.
- Gilbert, M. B. (1983, November). *A summer program for promising and talented migrant high school students*. Presentation at the 18th annual conference of the Association of Mexican-American Educators, Fresno, CA.
- Jarvis, O. T., Morrow, R. D., & Gilbert, M. B. (1983, February). *Applications of special education competencies to pre-service programs of professional education*. Presentation at the annual meeting of American Association of Colleges of Teacher Education, Detroit, MI.
- Gilbert, M. B. (1982, November). *An enrichment program for migrant students: MENTE/UOP*. Paper presented at the Council for Exceptional Children Conference on the Bilingual Exceptional Child, Phoenix, AZ. (ERIC Document Reproduction Service No. ED234536)

State and Regional

- Gilbert, M. B. (2012, May). *Meeting student needs: Identifying problems and cures*. Invited presentation at the Great Lakes Conference on Teaching and Learning, Mt. Pleasant, MI.
- Gilbert, M. B. (2011, May). *If what you're doing isn't working, stop! Holding too fast to tradition*. Presentation at the Great Lakes Conference on Teaching and Learning, Mt. Pleasant, MI.
- Gilbert, M. B. (2008, September). *Communicating effectively with students, staff and stakeholders*. Presentation at the annual conference of the Michigan Association of Secondary School Principals, Acme, MI.
- Gilbert, M. B., & Haley, A. (2008, September). *Examining classroom interaction as a key to improving instruction: The beginnings of a strategy*. Presentation at the eighth annual Lilly Conference on College and University Teaching, Traverse, City, MI.
- Gilbert, M. B. (2007, November). *Communicating effectively with your staff*. Presentation at the annual conference of the Michigan Association of Elementary and Middle School Principals, Acme, MI.

- Gilbert, M. B. (2007, October). *Communicating effectively with students and staff*. Presentation at the annual conference for assistant principals, Michigan Association of Secondary School Principals, Kalamazoo, MI.
- Gilbert, M. B. (2002, December). *Why educators have problems with some students*. Presentation at the Instruction and Professional Development Conference, Michigan Education Association, Dearborn, MI.
- Gilbert, M. B. (1999, December). *Why educators have problems with some students*. Presentation at the Instruction and Professional Development Conference, Michigan Education Association, Dearborn, MI.
- Gilbert, M. B. (1998, December). *Why educators have problems with some students*. Presentation at the Instruction and Professional Development Conference, Michigan Education Association, Dearborn, MI.
- Gilbert, M. B. (1997, September). *Listening: The key to attending*. Presentation to the Catholic Diocese of Arkansas Educators. Little Rock, AR.
- Gilbert, M. B. (1997, February). *Listening: The key to effective interaction*. Presentation to LeadAR Training Cohort VIII, University of Arkansas Cooperative Extension Service, Little Rock, AR.
- Gilbert, M. B. (1996, November). *Listening: The key to effective interaction*. Presentation to LeadAR Training Cohort VII, University of Arkansas Cooperative Extension Service, Texarkana, AR.
- Gilbert, M. B. (1996, January). *Listening*. Presentation at the Arkansas/STRIVE Alumni Conference, Little Rock, AR.
- Gilbert, M. B. (1996, January). *Listening skills*. Presentation at the Process Skills In-Service Training for the University of Arkansas Extension Service Faculty, Little Rock, AR.
- Gilbert, M. B. (1995, June). *The greatest thing since sliced bread: Connecting with students and preventing distress*. Presentation at the annual conference of the Arkansas Association of Supervision and Curriculum Development, Hot Springs, AR.
- Gilbert, M. B. (1994, November). *Listen my children and you may learn...* Presentation at the annual conference of the Arkansas and Tennessee Associations of Developmental Education, Memphis, TN.
- Kahler, T., & Gilbert, M. B. (1993, September). *Process Communication: An effective means of interaction*. Presentation at the annual conference of the Arkansas Association of Marriage and Family Therapy, Little Rock, AR.
- Gilbert, M. B. (1992, April). *Meeting communication needs of staff and pupils can promote success*. Presentation at the annual conference of Arkansas Association of Teacher Education/ Association of Teacher Educators, Little Rock, AR.

- Gilbert, M. B., & Kahler, T. (1991, December). *Meeting communication needs of staff and students can promote success*. Presentation at the annual conference of Arkansas School Boards Association, Little Rock, AR.
- Gilbert, M. B. (1989, March). *The need for listening instruction*. Presentation at the annual spring meeting of the Arkansas Association of Colleges of Teacher Education, Little Rock, AR.
- Gilbert, M. B. (1989, March). *I know you can hear me, but are you listening?* Presentation at the Annual Principals Meeting of the Catholic Schools of Arkansas, Diocese of Little Rock, North Little Rock, AR.
- Gilbert, M. B. (1987, December). *Effective evaluation: Key to professional growth*. Presentation at the fall conference of the Arkansas School Boards Association, Little Rock, AR.
- Gilbert, M. B. (1987, October). *Effective listening: A key to classroom attendance*. Presentation at the annual conference of the Arkansas Association of Elementary School Principals, Little Rock, AR.
- Gilbert, M. B. (1986, December). *Effective listening skills*. Presentation at the fall conference of the Arkansas School Boards Association, Hot Springs, AR.
- Gilbert, M. B. (1986, November). *Effective listening skills: Key to administrative success*. Presentation at the fall conference of the Arkansas Association of Secondary School Principals, Little Rock, AR.
- Jarvis, O. T., McBride, H. J., & Gilbert, M. B. (1982, December). *In-service in higher education: A dean's grant model for maximizing faculty participation*. Presentation at the Regional Dean's Grants Meeting, Eugene, OR.

Local

- Gilbert, M. B., & Haley, A. (2009, May). *Examining classroom interaction as a key to improving instruction: Measurement to help you move from lecture to dialogue*. Presentation at the second annual Conference on Teaching, Learning, and Civic Engagement, Mount Pleasant, MI.
- Gilbert, M. B. (2006, April). *Getting your needs met is the key to staying energized and out of distress*. Presentation to the CMU Education and Human Services Residential College, Mount Pleasant, MI.
- Gilbert, M. B. (2005, November). *Attentive listening: The key to effective interaction*. Presentation to Kappa Omicron Nu, Mount Pleasant, MI.
- Gilbert, M. B. (2004, March). *An examination of listening effectiveness and personality type of educators*. Invited presentation to the Faculty Excellence Exhibition, Central Michigan University, Mount Pleasant, MI.
- Gilbert, M. B. (2003, September). *An examination of listening effectiveness and personality type of educators*. Presentation to the Faculty Research Colloquium, College of Education and Human Services, Central Michigan University, Mount Pleasant, MI.
- Gilbert, M. B. (1996, November). *Listening in the workplace*. Invited presentation to the Institute for Internal Auditors, Little Rock, AR.

- Gilbert, M. B. (1995, October). *Effective listening: Tuning in to others with differing viewpoints*. Kickoff address to "Families Matter: An Evening to Discuss Family Concerns," Arkansas Interfaith Alliance, Little Rock, AR.
- Gilbert, M. B. (1992, February). *Effective listening: An often-used, under-taught communication skill*. Final keynote address to Mid-South Education Conference (Lutheran Schools), Little Rock, AR.
- Gilbert, M. B. (1990, August). *Effective listening skills*. Presentation to the faculty and staff of Pulaski Academy, Little Rock, AR.
- Gilbert, M. B. (1988, August). *Improving listening skills: Key to effective conferencing*. Presentation to the Williams Basic Skills Magnet School, Little Rock, AR.
- Gilbert, M. B. (1988, February). *Effective listening skills*. Presentation to the Little Rock School District Principals' Roundtable, Little Rock, AR.
- Gilbert, M. B. (1987, November). *Effective listening: Key to classroom attendance*. Presentation to the North Little Rock School District, North Little Rock, AR.
- Gilbert, M. B. (1987, October). *Middle schools*. Presentation to the North Little Rock School District, North Little Rock, AR.
- Gilbert, M. B. (1987, March). *Listening: An important learning tool*. Presentation at Dunbar Junior High School, Little Rock, AR.
- Gilbert, M. B. (1984, November). *Listening: A key to better communication*. Presentation at the First Professional Development Conference of the Delta-Sierra Association for Counseling and Development, Stockton, CA.
- Gilbert, M. B., & McElhany, S. (1981, February). *The development of a working paper to examine the efficiency of the individualized education program*. Presentation at the fourth annual conference of the San Joaquin Council of Exceptional Children, Stockton, CA.

Honors and Awards	2013	Top 25 Education Professors in Michigan
		Outstanding Educator Award, International Listening Association
		Professor Emeritus, Department of Educational Leadership, Central Michigan University, Mount Pleasant, MI
	2011	Hall of Fame, International Listening Association
	2009	Special Recognition for Ongoing Research and Supervision of Research on the Process Education Model, presented at the third International Congress on Process Communication, Potomac, MD.
	2007	Research Fellowship, Faculty Center for Innovative Teaching, Central Michigan University (Classroom Interaction in Higher Education)

- 2004 Research Grant Development Award, Office of Research and Sponsored Programs, Central Michigan University
- 2001 Phi Beta Delta, Honor Society for International Scholars
- 1996 Referee Instructor of the Year, Arkansas State Soccer Association
- 1980 Creative and Innovative Program Award (Small Colleges and Universities Category) from North American Association of Summer Session Administrators for "Migrants Engaged in New Themes in Education (MENTE/UOP)," University of the Pacific (M. B. Gilbert, Director).
- 1972 Phi Kappa Phi
Kappa Delta Pi
- 1970 Phi Delta Kappa

**Personal
Research
Grants**

- 2009 Central Michigan University, Faculty Research Award
Subject: An Examination of the Efficacy of the Process Education Model
- 2002 Central Michigan University, Faculty Research Award
Subject: An Examination of the Relationship between Listening Effectiveness and Personality Type of Educators
- 1996 University of Arkansas at Little Rock, Faculty Scholarship Grant
Subject: An Examination of Listening Effectiveness of Educators
- 1984 University of the Pacific, Scholarly Activities Grant.
Subject: Perceptions of Listening Behaviors of School Principals.
- 1977 University of the Pacific, Faculty Research Grant.
Subject: An Examination of Cross-Cultural Knowledge.

Dissertations Directed

- Cicinelli, A. (2013). *Communication styles: An examination of ability to communicate with students and student achievement in Michigan public schools*. Unpublished doctoral dissertation, Central Michigan University.
- Rosler, T. L. (2011). *Perspectives of superintendents and principals of ageism in public schools in Michigan*. Unpublished doctoral dissertation, Central Michigan University.
- Slanec, T. L. K. (2011). *Comparing Michigan superintendents' perceptions of teacher performance incentives*. Unpublished doctoral dissertation, Central Michigan University.
- Beardsley, C. (2011). *Perceptions of hiring officials and teacher education students of criteria used to select teachers in Michigan*. Unpublished doctoral dissertation, Central Michigan University.

- Feiten, B. A. (2011). An investigation of the relationship between school climate and student achievement in Michigan middle schools. *Dissertation Abstracts International-A*, 71(7). (University Microfilms No. AAT 3415642)
- Bishop, S. P. (2010). An examination of disciplinary interventions used by public elementary school teachers. *Dissertation Abstracts International-A*, 70(12). (University Microfilms No. AAT 3388643)
- Donlan, R. A. (2010). An investigation of the relationship between Michigan charter school leaders' personality strengths and the schools' performance indicators under Education Yes! *Dissertation Abstracts International-A*, 70(12). (University Microfilms No. AAT 3388252)
- Daljit, N. (2009). *A chaotic view of leadership: Applying chaos theory to community college presidential leadership*. Unpublished doctoral dissertation, Central Michigan University.
- Partlo, L. G. (2009). An examination of selected demographic variables affecting personal choice that lead to risk-taking behaviors with juvenile wards of the court. *Dissertation Abstracts International-A*, 70(5). (University Microfilms No. AAT 3361261)
- Eyers, C. M. C. (2009). Disordered eating in NCAA collegiate male wrestlers. *Dissertation Abstracts International-A*, 70(2). (University Microfilms No. AAT 3349315)
- Meyers, L. H. (2008). An examination of leadership behaviors of Lutheran high school principals that impact implementation of professional learning communities. *Dissertation Abstracts International-A*, 69(2). (University Microfilms No. AAT 3302893)
- Ackerman, M. (2006). *A study examining the critical components of effective professional development and usefulness for administrators and non-tenured teachers in medium-sized Michigan school districts*. Unpublished doctoral dissertation, Central Michigan University.
- Thompson, J. (2006). Can Process Communication theories used in verbal communication be applied to written communication in higher education? *Dissertation Abstracts International-A*, 67(3). (University Microfilms No. AAT3207079)
- Prime, K. A. (2006). A verification of critical components of teacher mentoring models in Michigan. *Dissertation Abstracts International-A*, 67(2). (University Microfilms No. AAT3206634)
- Appold, B. (2006). A case study of the impact of Process Communication-trained teachers and student achievement. *Dissertation Abstracts International-A*, 66(12). (University Microfilms No. AAT3199622)
- Francisco, M. (2006). An investigation of the relationship between administrator personality and teacher job satisfaction from a sample of Michigan K-12 public schools. *Dissertation Abstracts International-A*, 66(10). (University Microfilms No. AAT3193111)
- Weisenbach, J. (2004). An investigation of the relationship between principal's personality and a school's organizational climate in Lutheran elementary schools in Michigan. *Dissertation Abstracts International-A*, 65(7), 2452. (University Microfilms No. AAT3139022)

- Welter, V. (2004). Teachers' perceptions of administrators' generation groupings and decision-making practices. *Dissertation Abstracts International-A*, 65(6), 2052. (University Microfilms No. AAT3137042)
- Peiffer, P. A. (2003). An examination of the attitudes of high school principals toward parent involvement in Michigan. *Dissertation Abstracts International-A*, 64(2), 361. (University Microfilms No. AAT3081414)
- Brandt, J. M. (2002). A multiple case study of two non-public schools responding to changes in the external environment. *Dissertation Abstracts International-A*, 63(6), 2053. (University Microfilms No. AAT3056686)
- Bailey, R. C. (1998). *An investigation of personality types of adolescents who have been rated by classroom teachers to exhibit inattentive and hyperactive/impulsive behaviors*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.
- Brown, L. G. B. (1998). *Sex-role identification among female educational administrators in Arkansas: Implications for employment*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.
- Anderson, V. S. (1997). *An examination of motivation factors by high school students leading to the selection of a school-to-work transition curriculum*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.
- Westmoreland, D. K. (1997). *Descriptive analysis of perceived effectiveness in school leadership in relation to preferred listening styles of high school principals in Arkansas*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.
- Guinn, M. E. (1997). *The effects of academic preparation on leadership effectiveness of novice elementary school principals in the state of Arkansas*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.
- Cox, C. (1997). *Home schooling in Arkansas: Parental motivation and student achievement*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.
- Wallace, V. M. (1997). *A descriptive case study of an alternative education program for credit-deficient youth: The Graduate Academy*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.
- LePore, F. (1995). *The relationship among part-time employment, study habits, and school achievement in selected Arkansas high schools*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.
- Remele, L. (1995). *Grade repetition's academic and self-concept effects on retained students at Cato Road elementary school and Jacksonville elementary school from 1987-1991*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.
- Nishio, K. T. (1986). Performance evaluation of administrators by faculty in selected baccalaureate programs in nursing. *Dissertation Abstracts International-A*, 46(7), 1801. (University Microfilms No. AAT8518629)

- Williams, T. L. (1985). A descriptive study of black superintendents' perceptions regarding crucial issues, personal characteristics, and obstacles to success. *Dissertation Abstracts International-A*, 46(6), 1478. (University Microfilms No. AAT8514204)
- Johnson, F. C. S. (1985). Selected variables influencing students to enroll in food service-related courses of regional occupation programs and centers. *Dissertation Abstracts International-A*, 46(2), 394. (University Microfilms No. AAT8507567)
- Cusumano, W. C. (1984). The role of directors of state and federal categorical programs in California public school districts. *Dissertation Abstracts International-A*, 45(5), 1250. (University Microfilms No. AAT8415018)
- Sparks, R. K., Jr. (1984). Analysis of principal in-service practices as they relate to student achievement among selected California school districts. *Dissertation Abstracts International-A*, 45(4), 1010. (University Microfilms No. AAT8415019)
- Speck, M. K. (1983). Collective bargaining: Attitudes of high school principals in California. *Dissertation Abstracts International-A*, 44(5), 1285. (University Microfilms No. AAT8321622)
- Smith, D. O. (1982). An investigation of theory Z, administrator trust, and teacher burnout in early-childhood and day-care administration. *Dissertation Abstracts International-A*, 44(4), 1250. (University Microfilms No. AAT8315042)
- Pearce, J. (1982). Influence of education journals on classroom practices as perceived by department heads in California public high schools. *Dissertation Abstracts International-A*, 42(9), 3830. (University Microfilms No. AAT8203384)
- Rizada, B. R. (1981). Perceptions and attitudes of teachers and administrators toward mainstreaming educationally handicapped students in California elementary schools. *Dissertation Abstracts International-A*, 42(4), 1423. (University Microfilms No. AAT8113584).
- Bigham, E. H. (1979). The comparability between the recorded group interview and the standard personal interview in teacher recruitment for parochial schools. *Dissertation Abstracts International-A*, 40(5), 2366. (University Microfilms No. AAT7923969)
- Blumenthal, R. L. (1979). The development of a consensus model to select, establish, and implement minimal competencies in California unified school districts. *Dissertation Abstracts International-A*, 40(5), 2367. (University Microfilms No. AAT7919893)
- Gordon, A. J. (1978). A comparative study of the effects of two approaches to teaching reading comprehension on achievement of fourth and fifth grade students of middle and low socioeconomic status. *Dissertation Abstracts International-A*, 39(2), 641. (University Microfilms No. AAT7814050)
- Hopkins, T. D. (1977). A comparison of music programs in California unified school districts with and without music leadership. *Dissertation Abstracts International-A*, 38(5), 2453. (University Microfilms No. AAT7723113)
- Bobinski, S. (1975). *A study to determine the effectiveness of creative dramatics on verbal expressive and manual expressive skills for children with learning disabilities*. Unpublished doctoral dissertation, Heed University.

Other Student Research Directed

- Morgan, D. (2009). *The impact of poverty on the achievement of students in the state of Georgia*. Unpublished field study report, Central Michigan University.
- Sanders, A. (2009). *Are inclusion classrooms meeting the needs of the special education population?* Unpublished educational specialist paper, Central Michigan University.
- Palmer, S. R. (2009). *Comparing the behavior of principals based on the perceptions of teachers*. Unpublished educational specialist paper, Central Michigan University.
- Schofield, T. D. (2009). *Black males, academic disidentification, and resilience*. Unpublished educational specialist paper, Central Michigan University.
- Killingbeck, D. R., Jr. (2009). *Principals – Can they directly affect student success at school by using parent and student success intervention meetings?* Unpublished specialist thesis, Central Michigan University.
- Presler, S. (2009). *The impact of support services on students' dual enrollment performance*. Unpublished field study report, Central Michigan University.
- Malone, H. E. (2009). *The correlation between standardized test scores and reading levels for students who are deaf and hard of hearing*. Unpublished field study report, Central Michigan University.
- Smith, P. A. (2008). *The impact of play on math CRCT scores*. Unpublished field study report, Central Michigan University.
- Tronolone, M. (2008). *The relationship between deaf and hearing students and their scores on a state-mandated test*. Unpublished field study report, Central Michigan University.
- Collins, D. L. (2007). *The relationship between the level of parental involvement and student achievement*. Unpublished field study report, Central Michigan University.
- Brunson, D. H. (2007). *The impact of traditional schools v. year-round schools on student achievement*. Unpublished field study report, Central Michigan University.
- Briggs-Johnson, Y. R. (2007). *An examination of student achievement: Comparing year-round education to a traditional academic calendar*. Unpublished field study report, Central Michigan University.
- Craig, L. L. (2007). *Program evaluation: Impact of Accelerated Reader on student achievement*. Unpublished field study report, Central Michigan University.
- Tate, M. J. (2004). *Student and parent perceptions of special education services in a high school departmentalized program*. Unpublished educational specialist thesis, Central Michigan University.
- Ford, D. M. (1999). *An examination of the perceptual barriers and enhancers of administrative positions in education for African-American women in Arkansas*. Unpublished educational specialist project, University of Arkansas at Little Rock.
- Jackson, L. E. (1997). *An analysis of elementary schools to examine the components of probationary status*. Unpublished educational specialist project, University of Arkansas at Little Rock.

Morgan, M. S. (1994). *A case study of parent conferences: A method of altering negative student behavior at Pine Bluff High School*. Unpublished educational specialist project, University of Arkansas at Little Rock.

Westmoreland, D. K. (1991). *A case study of the usefulness of the Arkansas comprehensive outcomes evaluation process*. Unpublished educational specialist project, University of Arkansas at Little Rock.

Student Research Committees

Heckard, B. (2008). Concept mapping as a tool for examining professional development at master's level institutions: An adult learning perspective. *Dissertation Abstracts International-A*, 69(2). (University Microfilms No. AAT3303091)

Dittenber-Fleming, D. J. (2005). *Use of a web page in career planning*. Unpublished educational specialist thesis, Central Michigan University.

Dalla Rosa, M. A. (2001). *Principals' and educational interpreters' perceptions of the evaluation processes of educational interpreters in Arkansas' public schools*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.

Lacey, M. G. (1999). *A study of the attitudes of junior-high and middle-level principals toward parent involvement in Arkansas*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.

Lawson, M. A. (1997). *The impact of school uniforms on discipline in the Little Rock School District*. Unpublished educational specialist project, University of Arkansas at Little Rock.

Caldwell, S. O. (1997). *Perceptions of Arkansas foreign language teachers*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.

Humphries, D. R. (1996). *Relationship between socioeconomic status and student achievement in elementary schools of the Pulaski County Special School District*. Unpublished doctoral dissertation, University of Arkansas at Little Rock.

Harkey, J. M. (1995). *The use of cooperative discipline to increase teacher morale and decrease negative discipline interventions*. Unpublished educational specialist project, University of Arkansas at Little Rock.

Anema, D. C. (1985). California educators' perceptions of mandated professional development for teachers. *Dissertation Abstracts International-A*, 45(10), 3035. (University Microfilms No. AAT8429845)

McElhany, C. A. (1983). The role and primary responsibilities of the program specialist in the California special education local plan areas: A consensus model. *Dissertation Abstracts International-A*, 43(11), 3568. (University Microfilms No. AAT8305420)

Perry, J. M. (1981). The effects of leadership training on inter-personal and intra-personal development. *Dissertation Abstracts International-A*, 41(7), 3016. (University Microfilms No. AAT8100471)

Externally Funded Projects Directed

1982-83

Dean's Grant. Washington: United States Department of Education, Office of Special Education and Rehabilitative Services.

Curriculum Evaluation and Development. Sonora, CA: Sonora Union High School District.

School Facilities Study. Stockton, CA: Stockton Unified School District.

1981-82

Migrants Engaged in New Themes in Education (MENTE). Watsonville, CA: Pajaro Valley Unified School District; San Jose, CA: San Jose Unified School District.

Assessment Personnel Training Institute. Sacramento: California Department of Education.

1980-81

Title VII (ESEA) and Emergency School Aid Act (ESAA) Training Programs. Tracy, CA: Tracy Public Schools.

The Development of In-service Training Priorities. Modesto, CA: Stanislaus County Special Education Region.

Title VII (ESEA) Program Evaluation. Oakley, CA: Oakley Union School District.

Migrants Engaged in New Themes in Education (MENTE). Merced, CA: Region III, California Migrant Education Network; Watsonville, CA: Pajaro Valley Unified School District; San Jose, CA: San Jose Unified School District.

1979-80

Title VII (ESEA) In-service Education. Oakley, CA: Oakley Union School District.

The Status of Individualized Education Programs. Sacramento: California Department of Education.

Title IV-C (ESEA) Program Evaluation. Newark, CA: Newark Unified School District.

Title VII (ESEA) Program Evaluation. Union City, CA: New Haven Unified School District.

Nutrition Education Program Evaluation. Stockton, CA: Community Action Council.

Assessment Personnel Training Institute. Sacramento: California Department of Education.

Migrants Engaged in New Themes in Education (MENTE). Merced, CA: Region III, California Migrant Education Network.

Title VII (ESEA) Program Evaluation. Oakley, CA: Oakley Union School District.

1978-79

Title VII (ESEA) Program Evaluation. Oakley, CA: Oakley Union School District.

Title IV-C (ESEA) Program Evaluation. Newark, CA: Newark Unified School District.

Study of the Single Male Indigent in Central Stockton. Stockton, CA: Office of the City Manager.

Title VII (ESEA) Program Evaluation. Tracy, CA: Tracy Public Schools.

Dental Hygiene Workshop for Educators. Stockton, CA: University of the Pacific.

Consultations and Workshops

2022

Process Communication Model Training (virtual)
Process Education Model Recertification Training (virtual)

2020

Process Education/Process Communication Model Training (virtual)
Process Education/Process Communication Model Trainer Certification (virtual)

2019

Process Communication Training, Wabash City Schools, Wabash, IN
Process Education/Process Communication Model Trainer Certification, Wabash City Schools,
Wabash, IN

2012

Planning for the Future. Charlotte, MI: Eaton Independent School District.

2009

Process Education Model Efficacy. Midland, MI: Bay-Arena Community High School, Windover
High School, and ASEA.

2008

Process Communication Seminars, Roscommon, MI: Kirtland Community College.

2007

Process Communication Seminars, Roscommon, MI: Kirtland Community College.
Process Communication Seminar, Essexville, MI: Bay-Arenac Community High School.

2005

Process Communication Seminars. Ironwood, MI: Gogebic Community College.

2005

Process Teaching Model Workshop, Bay City, MI: Zion Lutheran School
Connecting and Communicating Effectively with Your Students and Colleagues. Coloma, MI: Coloma
Community Schools.

2002

Community Learning Centers Grant Proposal, Lakeview, MI: Lakeview Community Schools.

1999-2000

Conflict Resolution Workshop. Mt. Pleasant, MI: Central Michigan Community Hospital.

1998-99

Listening: The Key to Effective Interaction. Mt. Pleasant, MI: Central Michigan Community Hospital.
Effective Listening Skills: Keys to Successful Interaction. Mt. Pleasant, MI: Mt. Pleasant Public
Schools.

1997-98

Effective Listening Skills: A Key to Classroom Attendance. Beebe, AR: Wilbur Mills Education Cooperative.

Effective Listening Skills: A Key to Classroom Performance. Marion, AR: Marion School District.

Process Communication/Process Parenting. Arkadelphia, AR: Arkadelphia School District.

1996-97

Listening: The Key to Effective Interaction. Texarkana, AR: LeadAR Program, University of Arkansas Cooperative Extension Service.

Understanding Student Behavior. Little Rock, AR: University of Arkansas at Little Rock, Homework Center Mentor Orientation Program.

Process Communication for Educators. Bryant, AR: Bryant High School.

Process Communication/Process Parenting. Little Rock, AR: Pulaski County Special School District, Home School Counseling Program/Little Rock School District, Truancy and Dropout Prevention Program.

1995-96

Effective Listening: A Key to Classroom Attendance. Little Rock, AR: The Anthony School.

Effective Listening: A Key to Classroom Attendance. Gould, AR: Gould School District.

Did You Listen to What Was Said, or Did You Only Hear the Words? Teaching Listening Skills in the Classroom. Branch, AR: Western Arkansas Educational Service Cooperative.

Process Communication: Understanding and Meeting the Needs of Students. North Little Rock, AR: North Little Rock School District.

1994-95

Effective Listening Skills: A Key to Classroom Performance. Beebe, AR: Wilbur Mills Education Cooperative.

Process Communication: Understanding and Meeting the Needs of Students. Bryant, AR: Bryant Public Schools.

1995-94

Effective Listening Skills: A Key to Classroom Performance. Beebe, AR: Wilbur Mills Education Cooperative.

Developing a Doctoral Program in Educational Administration. Oakdale, NY: Dowling College.

Process Communication: Understanding and Meeting the Needs of Students. Little Rock, AR: Little Rock School District, New Futures for Little Rock Youth.

1992-95

Effective Listening Skills: A Key to Classroom Performance. Beebe, AR: Wilbur Mills Education Cooperative.

Process Communication: Understanding and Meeting the Needs of Students. Sheridan, AR: Sheridan School District.

1991-92

Listening in the Schools. Bradford, AR: Bradford School District.

Effective Listening Skills: A Key to Classroom Performance. Beebe, AR: Wilbur Mills Education Cooperative.

1990-91

Effective Listening Skills: A Key to Classroom Performance. Beebe, AR: Wilbur Mills Education Cooperative.

Planning for Program Improvement. Dumas, AR: Dumas High School.

Effective Listening: A Key to Classroom Attendance. Jonesboro, AR: Crowley's Ridge Educational Cooperative.

Effective Listening: An Under-Taught, Much-Needed Communication Skill. Mountain Home, AR: Northcentral Arkansas Educational Cooperative.

1989-90

Development of Effective Listening Skills. Little Rock: Pulaski Academy.

1988-89

Evaluation of Early Intervention Programs. North Little Rock: Family Service Agency.

Improving Listening Skills: Key to Effective Conferencing. Little Rock: Williams Basic Skills Magnet School.

1987-88

Effective Listening: A Key to Classroom Attendance. North Little Rock, AR: North Little Rock School District.

1986-87

Listening: A Key to Professional Success. Little Rock, AR: Little Rock Jaycees.

1985-84

Listening: A Key to Classroom Attendance. Vacaville, CA: The Christian Academy.

Listening: A Key to Classroom Attendance. Dunsmuir, CA: Dunsmuir Joint Union High School District.

Team Building and Conflict Resolution. Stockton, CA: Stockton Unified School District.

Effective professional communication: Developing listening skills. Stockton, CA: San Joaquin County General Hospital.

1982-83

A Quick Path to Effective Communication: Developing Listening Skills. Stockton, CA: Professional Secretaries International, Delta Queen Chapter.

Listening: A Key to Classroom Attendance. Turlock, CA: Turlock Elementary School District.

Developing Professional Communication and Listening Skills. Stockton, CA: Saint Joseph's Hospital.

Developing Listening Skills. Stockton, CA: Segale Travel Service.

Listening: A key to Professional Communication. Stockton, CA: State Savings and Loan Association.

Listening: A Key to Classroom Attendance. Stockton, CA: Stockton Unified School District.

1981-82

Developing Listening Skills. Modesto, CA: Association of California School Administrators, Stanislaus Chapter.

1976-78

Title IV-C (ESEA) Program Evaluation. Daly City, CA: Jefferson Elementary School District.

Media Appearances

Shaping the future: EDAS doctoral program. Little Rock: KBET, March 13, 1993.
Middle school: An alternative to junior high school. Little Rock: KARN, September 15, 1987.
Listening in the workplace. Little Rock: KARN, March 20, 1987.
Listening: A crucial communication skill. Little Rock: KARN, October 16, 1986.
Listening: A crucial communication skill. Little Rock: KARN, September 12, 1986.

Service Activities

University (CMU)

Faculty Electronic Application Committee (2009-10)
President's Research Investment Fund Review Committee (2007-09)
Faculty Insight Teams (FIT) Review Committee (2006-09)
Teaching Evaluation Committee (2006)
Dissertation Support Committee (1998-2001; 2003-04)
Center of Excellence Review Committee (2002)
Graduate Council (2000-2003); Executive Committee (2001-2002)
CRAL Director Search Committee (1998-99)
EHS Dean Search Committee (1998-99)

University (UALR)

NCAA Fiscal Integrity Committee (1998)
Program Assessment Process Reviewer (1997)
Program Assessment Readers Panel (1997)
Senate Library Committee (1994-96)
Thesis/Dissertation Guidelines Committee (1994)
Soccer Coach Selection Committee (1994)
Knight Commission Task Force (1991)
Faculty Athletics Committee (1987-96; Chair, 1988-91)
Basketball Coach Selection Committee (1990)
Athletic Director Selection Committee (1990)
Soccer Coach Selection Committee (1989)
Tenure Committee (1988-89)
Graduate School Thesis Requirements Committee (1986)

College (CMU)

Building Move Committee (2008-09)
College Curriculum Committee (2006-09)
Sabbatical Committee (2005-11)
Dean's Advisory Council (2005-11)
Academic Misconduct Committee (2004)
Professional Development Committee (1999-2003)
Grade Grievance Committee (1999, 2000)

College (UALR)

NCATE Student Policies Review Subcommittee (1997-98)
Instructional Workload Committee (1997-98)
EDAS Faculty Search Committee (1997-98)
Recorder, Department of Educational Leadership (1997-98)
EDL Promotion/Tenure/Peer Review Committee (1996-97)
Admission, Retention & Exit Committee (1995-97)
Personnel Advisory Committee (1990-1992; Vice-Chairperson, 1991-92)
Knowledge Base (NCATE) Committee, Chair (1987-88)
Ad Hoc Committee for Field Experience Criteria (1987)
Student Follow-up Committee (1986-87)
Comprehensive Examinations Committee, Chair (1986-87)
Graduate Assistants Criteria Task Force (1986)
COE Brochure Committee (1986-97)
ELED EdS Planning Committee (1986)
Ad Hoc Committee for Revision/Deletion of COE Courses (1986)
Academic Legislative Committee (1986)
EDL Faculty Search Committee (1986, 1988, 1991)
EDAS Faculty Search Committee, Chair (1986, 1987, 1988, 1989, 1991, 1992)

Department (CMU)

Chairperson (2005-11)
Master of Arts Admissions Task Force (2007-08)
Greater Atlanta Educational Specialist Program Coordination (2003-2005)
Assessment Plan Redesign Facilitation (2003)
Internship Committee (2001)
Master of Arts Program Revision Committee (2001)
Technical Standards Committee (1999-2005)
Entrance Portfolio Review Committee (1999)
Distance Learning Task Force (1998-04)
NCATE Syllabi Review and Oversight Committee, Co-Chair (1998-99)

Local/State Community

Arkansas Department of Education Reorganization Study Task Force (1996)
Arkansas Educational Leadership Network (1988-90; Chair, 1989-90)
Administrator Certification Modifications Task Force, Chair (1989-90)
Administrator Needs Assessment Task Force, Chair (1988-89)
Technical Assistant Selection Committee, Chair (1988)
Assessor, Principals Assessment Center, Arkansas Department of Education (1986-98)
Principals Center Advisory Board, Pulaski County Special School District (1986-87)

Educational Community At-Large

Manuscript reviewer, Prentice-Hall Publishers (1994-2002)
AERA Annual Conference Proposal Reviewer (1998-2002)

Other

Guardian ad Litem, North Carolina District 27B (2019-2022)

National Intercollegiate Soccer Officials Association (1977-95, 1998-2019)

Regional Assessor (2005-2019)

National Referee Candidate (1993-95)

Second Vice President (1987-89)

Third Vice President (1985-87)

Secretary (1983-85)

United States Soccer Federation (1985-Present)

Regional Referee Coach (2019-Present)

State Referee Assessor (2004-2018); Referee Assessor (1989-2004)

Referee Instructor (1993-2015)

Emeritus State Referee (1998-2007); State Referee (1989-98)

Arkansas Officials Association

Soccer Rules Interpreter (1998)